VISION OF BATTLE COMMAND:

- Fundamentally Competent Leaders
- Necessary Intuitive Sense of Operational Unit and Soldiers
- Ability to Visualize the Battlefield

NOT CAPTURED BY THE CURRENT WORN-OUT C2 ENGINE:

- Current Command Post Fixations
- Large Tactical Staffs
- Current Programs

VISION OF THE FUTURE OF BATTLE COMMAND:

- Continue to Develop Leaders with the Fundamental Competencies and Characteristics
- Harness Systems to Help Those Competent Battle Commanders
- Develop Leader Teams, Now Called Staffs
- Horizontally and Vertically United by Intent
- Able to Access Broadcast Data to Aid in Visualizing the Battlefield
- Create the Means to Order Execution of Methods from Mobile Sites

We need to pay more attention to the implicit part of command and control and battlefield leadership. Commanders training together and knowing each other, rehearsing and practicing operations, holding AARs immediately after an exercise, refining and enforcing SOPs, and ensuring there is good understanding two levels up and down are a few of the things we need to emphasize.

COL Don Holder, Cdr, 2ACR
DESERT STORM

TABLE OF CONTENTS

CHAPTER		PAGE
Table of Cor	ntents	i
Preface		Vi
CHAPTER '	CHAPTER 1 INTRODUCTION	
	BCFR Objectives	1-1
	Battle Command Definition	1-2
	Battle Command Components	1-2
	Tenets of Battle Command	1-3
	Dynamics of Battle Command	1-3
	BCFR Program Findings	1-4
CHAPTER 2	2 THE ART OF BATTLE COMMAND	2-1
	Battle Command	2-2
	The Tactical Decision-Making Process	2-5
	Targeting and the Tactical Decision-Making Process	2-16
	Mission Analysis and the Restated Mission	2-17
	Setting Conditions for Battle	2-18
	Troop Leading Procedures	2-23
	Commander's Guidance	2-23
	Battle Commander's Intent	2-27
	Risk Considerations	2-29
	Time Management	2-31
	Commander's Critical Information Requirements How to War-Game	2-32 2-38
	Rehearsals	2-30 2-41
	Synchronization	2-44
	Cyrichionization	2-44
CHAPTER :	3 MANEUVER	3-1
	Command and Support Relationship	3-1
	Factors in Planning Tactical Support	3-2
	Employment Considerations (Offense)	3-2
	Characteristics of Offensive Operations	3-4
	Five Forms of Maneuver	3-5

CHAPTER		PAGE
CHAPTER	3 MANEUVER cont	3-1
	Characteristics of a Hasty and Deliberate Attack	3-9
	Guidelines for the Attack of Strong Points or Fortified Positions	3-11
		3-11 3-14
	Sequence of Attack Offensive Control Measures	3-14 3-21
	Employment Considerations (Defense)	3-21
	Peace Keeping, Humanitarian and Other Operations	3-23 3-32
	Aviation Employment Considerations	3-32 3-34
	Commanders Guidance for Aviation	3-35
	Defensive Control Measures	3-35
CHAPTER	4 COMMAND AND CONTROL	4-1
	General Considerations of Command and Control	4-1
	Command Presence	4-3
	Task Degradation and Command Presence	4-6
	Command Succession	4-9
	Delegation of Authority	4-11
	Information Management	4-11
	Types of Command Posts	4-13
	Battalion Task Force Level Command Post and Functions	4-16
	Tactical Operations Center	4-17
	Recommendations for Laison Officer (LO) Operations	4-24
	Signal Planning Considerations	4-25
	Command, Control, and Communications	4-25
	Command and Control Process	4-26
	The Commander and the Media	4-30
CHAPTER	5 INTELLIGENCE	5-1
	Intelligence Preparation of the Battlefield	5-1
	Intelligence and Electronic Warfare Capabilities	5-23
	Tactical Intelligence Collection Assets	5-27
	Plan Offensive Operations	5-28
	Plan the Defense	5-32
	Establish and Prioritize Intelligence Requirements	5-34
	Tactical Intelligence Support Process - AView	5-38

CHAPTER	PAGE
CHAPTER 6 FIRE SUPPORT	6-1
Combined Arms Commanders Fire Support Duties	
and Responsibilities	6-1
Fire Support Systems and Capabilities	6-2
Tactical Missions	6-6
Equipment - The Digital World	6-6
Artillery Target Intelligence	6-7
Air Support	6-7
Naval Gunfire	6-9
Target Acquisition	6-11
Fire Support Planning, Preparation, and Execution	6-11
Tactical Decision Making Process (Fire Support)	6-13
Course of Action Development	6-16
Course of Action Analysis and Comparison (War-Gaming)	6-16
Fire Support Preparation (Rehearsal, Refinement, Execution)	6-19
Fire Support Employment	6-20
Peace Keeping, Humanitarian and Other Operations	6-25
Targeting	6-26
CHAPTER 7 AIR DEFENSE	7-1
Passive and Active Air Defense	7-1
Relationships and Missions	7-2
Systems and Characteristics	7-2
Weapons Control	7-3
Early Warning	7-3
Employment Considerations	7-3
Commander's Guidance for Air Defense	7-4
Air Defense Planning Considerations	7-4
ADA Organization for Combat	7-5
Organizing for Combat	7-5
Employment Principles	7-5
Command and Support Relationships	7-6
ADA Employment Guidelines	7-9
CHAPTER 8 MOBILITY/SURVIVABILITY	8-1
Armored Division Brigade Engineer Support	8-1

CHAPTER		PAGE
CHAPTER 8	MOBILITY/SURVIVABILITY cont	8-1
	Separate Brigade Engineers Light Division Brigade Engineer	
	Support	8-1
	Engineer Capabilities	8-2
	Employment Considerations	8-4
	Engineers Fight as Infantry	8-4
	Commander's Guidance for Mobility/Survivability	
	Operations	8-4
	Obstacle Planning	8-5
	The Planning Process	8-18
	Mine Warfare	8-21
	Chemical Company	8-26
	NBC Reconnaissance Platoon	8-26
	Smoke Employment	8-26
CHAPTER 9	COMBAT SERVICE SUPPORT	9-1
	Combat Service Support Operations	9-1
	Brigade Combat Service Support	9-2
	Brigade Commander, FSB Commander and Staff Interface	9-3
	Forward Support Battalion	9-5
	Brigade Trains Operations	9-6
	Support for Deep Operations	9-12
	Battalion Task Force CSS Support	9-12
	Task Force Logistics Estimate	9-16
	Task Force Trains	9-17
	CSS for Cross-Attachment	9-19
	Trains Security	9-20
	Supply	9-20
	Support of Night Operations	9-22
	Maintenance	9-22
	Field Services	9-24
	Personnel and Administrative Services	9-25
	Health Sevices Support	9-26
	Reconstitution/Reorganization/Regeneration	9-27

CHAPTER		PAGE
ANNEX A	Consolidated Operational Definitions and Task List	A-1
ANNEX B	Priority Target Engagement Techniques and Fire Support	
	Coordinating Measures	B-1
ANNEX C	Glossary (Acronyms and Abbreviations)	C-1
ANNEX D	References	D-1
ANNEX E	Doctrinally Correct Terms Used in	
	Intent and Mission Statements	E-1